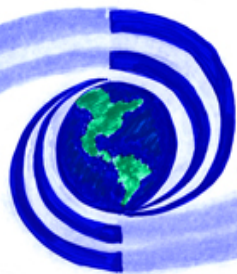


SELLS Workshop
October 14-16, 2003

ATLANTA, GA

**Hosted by Colonial Pipeline
Company**



SOCIETY FOR EFFECTIVE
LESSONS LEARNED
SHARING

the PAST YEAR:
MENTORING
REVIEW COMMENTS
SUPPORT

PRESSURE
FROM THE
TOP
SELLS

HISTORY
CAPTURE

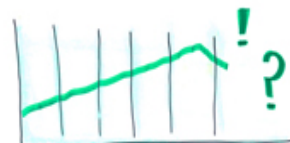
WEBSITE
MULTIMEDIA FACT SHEETS

POSTERS
PAMPHLETS

LET'S KEEP IT
CURRENT!

STEAL
SHAMELESSLY

CANNED
TRAINING



98 99 00 01 02 2003

REPORTING

IEEE
STANDARD



WORLD WIDE
IMPACT!

OCCURRENCE
REPORTING

ORPS

BETTER QUALITY
IMPORTANT STUFF
BELOW THE RADAR
SCREEN!

USE THE OTHER,
INFORMAL LIST-SERVE

DECEMBER 1:
USE IT OR ELSE!

WELCOME,
WE'VE LEARNED
A LOT FROM
YOU!
MOTIVATION...

CHARLES
ALDRY

CURIOSITY

COMMITMENT: it's got to be **BIG**:

CONNECTIONS: lots of TEAMS & VOLUNTEERS

"I SQUEEZED
UP!"

COMMUNICATION: formal, informal training, AND
LOTS of CONVERSATIONS!

COURTESY... treat people as VOLUNTEERS... please,
thank you!

CELEBRATION... small victories become
anchors for **LARGE VICTORIES**

CHANGE... helping people deal with it

"STRENGTH
for TODAY and BRIGHT HOPE
for TOMORROW"

"When people stop
bringing you their
problems, you've lost
effectiveness as a
leader..." EISENHOWER

LESSONS LEARNED
IMPROVING SAFETY PERFORMANCE

THE COLUMBIA REPORT
ECHOES OF
CHALLENGER

LEARNING
FOR
IMPROVEMENT

OPERATIONAL
EXPERIENCE
FEEDBACK

LOTS OF
NAMES:

KNOWLEDGE
MANAGEMENT

LESSONS
LEARNED

WE HAVE A
VERY AGGRESSIVE
LL PROGRAM:



OK LESSONS
ADD A PHOTO!
CUT THE BS!

NASA's LEARNINGS:

- * LEADERSHIP
- * RELATE TO KNOWLEDGE
- * COORDINATION
- * INCENTIVES
- * TIMELY SUBMISSION
- * LEARN FROM OTHERS (DOE)

BNFL → \$160 Million for R&D
UNITED KINGDOM

DOES REQUIRE HEALTH
AND SAFETY LESSONS
LEARNED



UNITED STATES
OAKRIDGE, SANTA FE, HANFORD,
ARLINGTON, MORE...

OAKRIDGE
A HUGE
OPERATION!

2 Million
Hours without
A Lost Work Day!



BIG ROCK POINT

THE LAND IS
WORTH MORE \$\$\$\$



WORK PROCESS
& AUDIT, YOU MUST DOCUMENT
SEARCH for LESSONS

SENIOR MGT BUY-IN

LOTS OF
BEST-PRACTICE
INFORMATION

TYPE OF
INCIDENT vs. LESSONS

ROOM for
A NUDGE

REPORTING

DAYS TO
REVIEW
& PUBLISH

LESSONS LEARNED CAUSE MAPPING

★ ADD DATA FROM
MORE EVENTS

MAINTAIN ✓
MANAGE ✓
MOTIVATE ✓
MARKET ✓

DAWN
STARRETT

ISSUES:
ACCESS to
PEOPLE
INVOLVED



BETTER, MORE
BROAD-REACHING
FIXES

WHAT
MATTERS
? REALLY

PLANS
MISSIONS
STRATEGIES
CULTURE

WHAT IS WITHIN
YOUR CONTROL?

JOB
DESCRIPTIONS
POLITICS
PERFORMANCE
MANAGEMENT
PROCESSES

ARE THESE
ALL ALIGNED
TO WHAT
MATTERS?

REGULAR
HEALTH
CHECKS!

DO PEOPLE
UNDERSTAND THE
RULES?

GOALS

IMPACT
ON
GOALS

WE USUALLY
CAN'T GET
THE ANSWERS

WHY?

WHY?

WHY?

MORE
NATURAL

FLOW THAN
OTHER TOOLS,
ADAPTABLE

NOT FORCED
INTO A MODEL

THINK
RELIABILITY
EXCEL-BASED

LOTS OF
CAUSES:
ELIMINATE
ANY ONE

THE
TRICK IS TO
KNOW:
WHEN TO STOP
ASKING WHY?

BE
SURE THE
CORRECTIVE
ACTION ADDRESSES
THE CAUSES!

RAE ANN
BRUNO



WE ASKED FOR

DOES
IT MATTER
WHO GETS THE
CREDIT?

HOW DO
YOU MAKE
WHAT YOU HAVE
BETTER

ASK PEOPLE
WHO DO THE WORK

INCREDIBLE
TRANSFORMATION

At first
I didn't understand
the work! I
learned.

PROCESSES
UNDERSTANDING

TRY TO FIGURE IT
OUT!

URGENCY

I learned
by doing it
WRONG!

GRAPHIC RECORD
by MARTHA MCGINAW

THINGS CHANGE
WITH TIME
JOB
SECURITY
INCLUSION

ASK PEOPLE
WHAT MOTIVATES
THEM
HELP
WITH PERSONAL
PROBLEMS

INTERESTING
WORK
APPRECIATION

HELP TURN
THE ORDINARY
INTO THE
EXTRAORDINARY!

PROPRIETARY
INFORMATION

SURVIVAL

IT'S TOO
HARD

CULTURE

UNCERTAINTY

SELLS
CHALLENGES

TOO MUCH
TIME & MONEY

NOT MY
JOB!

MACHO
THING

NOT AROUND
DIRTY LAUNDRY

MAINTAINING
MOMENTUM

email:
put something
friendly in your
electronic
signature
and say their
NAME!!

GET PEOPLE
INVOLVED!

WHAT MOTIVATES
ME IS:

KNOW YOUR
TEAM MEMBERS

DO WE HAVE THE STRENGTHS
WE NEED?

BOLD
EXPRESSIVE
SYMPATHETIC
TECHNICAL
BEST
COMMUNICATION
STYLES

THE LETTER:
THREE THINGS
I DO THAT MAKE
IT DIFFICULT
THREE THINGS I
DO THAT HELP ME



LOOK
for the things
you can fix
pretty
easily

GUIDING
COALITION

INCENTIVES
& REWARDS

The right
measures?

contests
can be easy
individual
group
happy hour
cooking class
cube & hall
labels & decoration
don't
force it, though